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THE COMMANDER AIR COMBAT
COMMAND**

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This instruction implements policy in AFPD 33-3, *Information Management*. Use this instruction with AFMAN 33-326, *Preparing Official Communications* and AFH 33-337, *The Tongue and Quill*. This ACCI outlines HQ Command Section procedures for preparing and processing correspondence for Air Force Air Combat Command (ACC) Commander (CC), Vice Commander (CV) and Director of Staff (DS). This publication does not apply to Air Force Reserve Command (AFRC) Units. This publication does not apply to the Air National Guard (ANG). This instruction applies to HQ ACC, its Centers, Numbered Air Forces (NAFs) and their assigned wings. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Changes of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This document has been substantially revised and includes procedures for tasking, preparing, coordinating and staffing official memorandums, personalized letters, messages, staff summary sheets (SSS), electronic staffing, read-aheads, and meetings/briefings with ACC/CC and CV. To the greatest extent possible, all information workflow (the process of tasking, coordinating, and staffing) within HQ ACC will be electronic.

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1. Commander's Intent. As subject matter experts and trusted advisors, we rely on your expertise. That means the products provided are critical, whether working the myriad of taskers or preparing for a decision-oriented CORONA with the Secretary of the Air Force, Chief of Staff of the Air Force, or other general officers. As you prepare staff work, keep the big picture in mind, ensure the work underpins our Combat Air Force (CAF) Strategic Plan, and be concise and be direct.

2. Roles and Responsibilities.

2.1. Air Combat Command Director of Staff (ACC/DS):

2.1.1. Has overall responsibility for ACC policy, workflow processes, correspondence preparation and management, and business rules for staffing and suspense activities.

2.1.2. Develops policy that identifies roles and responsibilities, outlines processes for workflow, correspondence preparation, and suspense and tracking management for ACC.

2.1.3. Develops and maintains process metrics and provides measurement reports to ACC/CC and ACC/CV as directed.

2.1.4. Receives, controls, and distributes ACC/CC, ACC/CV, and ACC/DS correspondence as appropriate.

2.2. ACC Director of Staff Executive Officer (ACC/DSE):

2.2.1. Serves as correspondence control and task liaison between the command section, headquarters staff directorates, NAFs, and Air Force Centers.

2.2.2. Working with the Deputy DS, assigns tasks on behalf of ACC/CC, ACC/CV, ACC/DS and, when necessary, NAF and Center commanders. DSE conducts research to prevent task duplication and references any related work before task assignment. As a general rule, task assignment will occur within 4 business hours of receipt of the task item. However, time-critical task items will be assigned upon receipt. DSE will provide clear task instructions and processing guidance, that will include, at a minimum:

2.2.2.1. Specific actions required to complete the task.

2.2.2.2. A summary of the task.

2.2.2.3. References to related past work and associated documents (as appropriate)

2.2.2.4. Office of Primary Responsibility (OPR) (Note: OPRs are responsible to assign HQ Office of Coordinating Responsibility (OCR(s)) as required by the given task)

2.2.2.5. Minimum coordination and staffing requirements.

2.2.2.6. Suspense date.

2.2.3. Monitors the status of task actions.

2.2.4. Reviews proposed replies for clarity and administrative quality to ensure correspondence meets requirements and effectively and efficiently answers the tasking.

2.3. Command Section Knowledge Operations Management Staff (ACC/DSAA):

2.3.1. Focal point for all information addressed to the ACC Command Section. All hard paper communications (classified or unclassified) going to or coming from the Command Section are routed through and monitored by ACC/DSAA.

2.3.2. Processes and tracks staff packages for ACC/CC, ACC/CV, ACC/DS, and when necessary, NAF and center commanders and ensures proper archiving.

2.3.3. Ensures accurate staff package location information is available to ACC directorates.

2.3.4. Returns hard paper communications requiring physical dissemination to the originating directorate.

2.4. Directorates:

2.4.1. Assign actions through controlled and established procedures within their respective directorate.

2.4.2. Assist in determining the proper response to complete a task (e.g., electronic staff package, memorandum, personalized letter, etc.) and provide additional task instructions as appropriate.

2.4.3. Ensure correspondence is essential, timely, well organized, and fully coordinated.

2.4.4. Meet established due dates.

2.4.5. Request extensions from the originating OPR if/when necessary. ACC/DS will, upon approval, adjust the ACC suspense as appropriate.

2.4.6. Maintain current task status during the life cycle of each task to ensure timely submission of replies.

2.4.7. Ensure office organizational email boxes are established and managed for incoming electronic tasks and packages. Monitor boxes throughout the day to responsibly manage tasks.

2.4.8. Save and archive a copy of all signed documents according to Air Force records disposition schedules (RDS).

2.4.9. Appoints, in writing, authorized personnel to pick up classified packages for their organization and provide a copy of the appointment letter to ACC/DSAA.

2.4.10. Provide appropriate subject matter experts (SMEs) for ACC/CC and ACC/CV preparation meetings.

2.5. Action Officers (AO):

2.5.1. Serve as experts in their specific field, which affords them the opportunity to shape command decisions. ACC/CC relies on AO expertise to recommend decisions on important issues based on concise, usable data.

2.5.2. Ensure correspondence is value added, timely, well organized, correct, clear, and concise. If a recommendation is appropriate, state it up front.

2.5.3. Determine the proper form of reply to complete an action (e.g., Electronic SSS (eSSS), memorandum, briefing) if not specified in the task.

2.5.4. Ensure appropriate coordination is accomplished through the division, directorate, and, if appropriate, subordinate and external agencies (e.g., US Air Force Warfare Center, NAF, Headquarters Air Force (HAF), etc.) prior to forwarding to the Command Section.

2.5.5. Upon receiving a tasking, should research the proposed solution and prepare a draft answer/staff position. This process should include initial coordination with and inputs from other AOs/agencies involved. The AO's division chief should approve the draft answer for coordination.

2.5.6. Ensure coordination with each staff office having a functional interest is accomplished, regardless of whether or not DS identifies them as a recommended OCR. The OPR should coordinate with all recommended OCRs or briefly explain in the eSSS why it is not appropriate.

2.5.7. Ensure the action required on any correspondence is completed in time to give coordinating and approving officials outside the Command Section reasonable time for review/signature before the suspense date.

2.6. Executive Officers: All executive officers within HQ ACC act on behalf of their director and are responsible for serving as the focal points for their directorate. They act as a "quality check," track all communications generated from the directorate, and ensure communications arrive error-free, grammatically correct, in the approved format, and properly classified. It is their responsibility to track the status of all packages and obtain 2Letter approval prior to releasing any packages destined for the Command Section. For those offices that do not have an executive officer, there will be at least one individual on staff appointed to perform these responsibilities.

3. Staffing Actions.

3.1. Sources of Tasks. The primary source for tasks is from the office of the ACC/DS, at the direction of ACC/CC, ACC/CV, ACC/DS, or the Commander's Action Group (CCX). Taskers typically result from:

3.1.1. HHQ which should flow through the ACC Director of Staff office for CC and/or CV coordination/approval, but may flow straight to a directorate.

3.1.2. Event Action Item (resulting from meetings, conferences, staff meetings, etc.)

3.1.3. Read-ahead Action Item (automatic when a meeting is scheduled)

3.1.4. 2-Letters (NAF/Center commanders or directors) may initiate taskers that require support and action from other 2-Letters to complete.

3.2. Suspense Dates. ACC/DSE will determine the suspense dates for taskers based on [Table 3.1](#) guidelines.

Table 3.1. Task Due Dates.

TASK CATEGORY	DUE NLT 1600 TO COMMAND SECTION	EXTENSION AUTHORITY
HHQ Tracked	2 workdays prior to the HHQ suspense date	HHQ OPR (AO work with HHQ OPR for extension)
CC, CV taskers	1-2 workdays prior to suspense	CC or CV office
DS, CCX taskers	Same day as suspense	CC, CV, DS, or CCX office
Read-aheads for CC or CV meetings	2 workdays prior to meeting (AO work exceptions with CCE/CVE)	CC or CV office
Note: Some taskers will not fit this mold and may have a different timeline.		

3.2.1. Suspense Initiation. ACC/DS initiates Command Section suspenses.

3.2.2. Changing Suspense Date. Packages are due to the Command Section NLT 1600 on the established suspense date, or as otherwise assigned. The AO will notify ACC/DS through their executive officer if an extension from higher headquarters' suspense has been granted NLT 24 hours prior to the established ACC suspense date.

3.2.3. Redirecting Suspense. If the tasked directorate believes a different organization within HQ ACC should assume primary responsibility for the suspense, the tasked directorate will coordinate with the appropriate ACC staff agency for handoff of ownership, then inform ACC/DS of task agreement. Note: Until ACC/DS changes the OPR, the original directorate tasked is responsible for action on the package.

3.2.4. Suspense Coordination. The directorate OPR and AO are responsible for ensuring formal coordination is accomplished with each directorate having a functional interest, regardless of whether or not they are included in the suspense as a recommended OCR.

3.2.5. Final Top-Line Processing. Once the 2-Letter or equivalent approves and signs the package, it will be forwarded to ACC/DS either via the Senior Leader Approval Process (SLAP) in the ACC Task Management Tool (TMT) or, for classified taskers, to ACC/DS organizational email (SIPRNET).

3.3. Coordination Requirements. Coordination gives affected organizations an opportunity to contribute to and comment on the staff package. ACC uses top-line, bottom-line, and horizontal coordination (between directorates, or 2Letter to 2Letter). **Note:** It is inappropriate for a 4Letter to contact a 2Letter in another directorate; however it is appropriate for a 4-Letter to contact another 4-Letter.

3.4. Disseminating Signed CC, CV, or DS Memorandums, Letters, and Messages. ACC/DSAA, upon signature by ACC/CC, ACC/CV, or ACC/DS, will execute actions to disseminate based on the directions outlined in the TMT or SSS. As appropriate, ACC/DSAA will return letters, messages, or packages to the originating directorate for appropriate disposition.

3.5. Records Management. The OPR for staff packages (electronic or paper) is the owner of the record of information and is required to keep the official copy of the completed staffing action. The Electronic Records Management (ERM) Solution Guide, along with AFI 33-322, *Records Management Program*, provides guidelines for managing electronic records. The

ERM file plan lists only the file numbers marked as “paper/electronic” or “electronic” on the approved AFRIMS file plan. Electronic files will mirror paper files to ensure the official or record copy of the electronic record is maintained and disposed of IAW Air Force guidelines.

3.6. Tracking Suspenses. Not all packages and actions are tracked in TMT, but ACC/DS recommends directorates use TMT as the system of record for tracking packages for visibility, record-keeping, and consistency.

3.7. Handling and Processing Sensitive or Classified Information.

3.7.1. Communications are considered sensitive when referring to negative or adverse information on an individual or program (e.g., personnel or Inspector General (IG) actions). Likewise, if there is a requirement for only certain individuals to view the information, it should be considered sensitive.

3.7.2. Action officers will use the appropriate processes to staff sensitive information along with the appropriate security measures to ensure data protection. For more information refer to AFMAN 33-119, *User Responsibilities and Guidance for Information Systems*.

3.7.3. No classified information or correspondence will be processed over the unclassified local area network (LAN). When there is a requirement to process classified information electronically, the AO will use SIPRNET.

3.7.4. Comply with security classification instructions and safeguarding according to DoD 5200.1R, *Information Security Program* and AFI 31-401, *Information Security Program Management* (for all handlers at all levels within the workflow process).

3.8. Preparing Staff Packages.

3.8.1. Electronic and written staff packages must be concise. Staff packages should be provided in electronic format via TMT, unless the data cannot be appropriately protected (see Section 3.7). When possible, all SSSs going to the Command Section should be limited to one page. Helpful hints on putting together a good staff package are contained in the ACC AO Handbook. (<https://acc.eim.acc.af.mil/org/ACC/default.aspx>).

3.8.2. For all products going to the Command Section on paper, the command standards are contained within the ACC AO Handbook.

3.9. Staff Packages Requiring Rework.

3.9.1. All packages requiring rework will be returned to the OPR with specific instructions on what is necessary to satisfy the requirements of the task.

3.9.2. When the Command Section returns a package for additional work or coordination, it will go to the 2Letter for action. The 2Letter will most often route it to the appropriate 3Letter or lower for AO action. The returned package may include an amended suspense date; however, depending on the criticality of the information required, the original suspense date may be retained.

3.9.3. If the original suspense is retained, the AO should expedite the changes and return the package within 24 hours through their 2-Letter via TMT for electronic packages or to HQ ACC/DSAA for hardcopy packages. Otherwise, the AO will return the package according to the new suspense.

3.9.4. If the package is an electronic package that only needs administrative changes (spelling, punctuation, grammar), then reviewers may return if extensive or make changes and continue forwarding through the workflow process.

3.9.5. In cases involving major edits, or changes to guidance, it may be necessary to re-coordinate, as determined by the OPR.

3.9.6. Action officers will use AFMAN 33-326, *Preparing Official Communications*, AFH 33-337, *The Tongue and Quill* and ACC/DS or ACC/CCX approved templates on the ACC AO Handbook for point papers and PowerPoint briefing products as their source documents. If criteria dictate otherwise, exceptions may be made on a case-by-case basis. The ultimate goal is to produce correctly formatted and accurate correspondence that is consistent throughout the Air Force.

3.10. Email Responses to the Command Section.

3.10.1. During staff meetings or informal gatherings, ACC/CC or ACC/CV may ask a question that might not require an electronic staffing package or a SSS. If given the option to provide an “email response,” the AO should draft a response for their director and forward through the division front office to the directorate executive officer. The director signs the response and forwards to the Command Section office (ACC/DS/CV or CC), with courtesy copies to the Executive Officer to the Commander (CCE), Executive Officer to the Vice Commander (CVE), ACC/CCX, and ACC/DSE, as appropriate, depending on the originating office.

3.10.2. Include any relevant background information with the response. Unless the response is “Eyes Only,” always provide the ACC/DS Director of Staff with a courtesy copy.

4. Process for Coordination, Tasking, and Tracking of Suspenses.

4.1. Coordination Requirements. Begin the coordination process by identifying other staff offices that have an interest in the package. The process must allow enough time for thorough coordination from participating organizations. Reviewing organizations should respond directly to the OPR/AO who consolidates/resolves the comments from all coordinating officials and prepares the final staff package.

4.1.1. Once staff coordination is complete, the OPR routes through the organization’s chain-of-command to the 2Letter or the 2-Letter’s designee (i.e., executive officer) who submits it to the Command Section.

4.1.2. For all Command Section decision packages and briefings involving current or future funding issues, include a concise statement on how the initiative will be funded.

4.1.2.1. The package must outline how the current year requirement will be financed, how the requirement will be accomplished in the financial plan, and what Program Objective Memorandum (POM) impact will be incurred, if any.

4.1.2.2. The package must be coordinated with ACC/FM and/or ACC/A5/8/9 prior to sending to the Command Section for a decision.

4.1.3. For staff packages going to the Command Section, show only ACC-directorate level coordination and other MAJCOM/outside agency (3Letters and above) coordination on the staff package.

4.1.4. Coordination. Providing “Info” copies of an SSS does not constitute coordination. Action Officers at all levels will make every effort to coordinate staff work.

4.2. Concur with Comments. If a reviewer concurs with the overall action of an SSS, but has additional comments for clarification, then those comments are returned to the OPR for consideration on the SSS. If the comments are not fully incorporated by the OPR, the OPR should indicate disposition either in the ‘Views of Others’ section of the SSS or on an attached memo (refer to the memo in ‘Views of Others’). For TMT taskers, if the comments constitute only administrative changes (spelling, punctuation, grammar, or format), then the reviewer will make changes and continue forwarding the TMT tasker through the workflow process. In cases involving major edits, or changes to guidance, it will require returning to the OPR for their reconciliation.

4.3. Nonconcurrency. The following pertains to directorate-level nonconcurrency:

4.3.1. A non-concurring organization prepares a memorandum or Comments Resolution Matrix (CRM), addressed to the originating directorate, stating reasons for nonconcurrency and sends it along with the TMT tasker or the SSS to the originating directorate. If the package is a hard copy SSS, on the SSS the reviewer writes, in ink, the statement: “See Memo.”

4.3.2. When the originating office receives a notice of nonconcurrency and the differences cannot be resolved, the originating directorate prepares a rebuttal memo for ACC/DS approval, outlining the reasons why the staff package should not be changed. The OPR documents the non-concur in “Views of Others” and ensures the non-concurring directorate approves of the wording on the SSS. Once a position is obtained from the Command Section, the AO will notify the coordinating official who nonconcurred on the response.

4.3.3. If the differences are resolved, then the official who originally nonconcurred indicates concurrence by signing and dating the appropriate coordination block on the SSS. The AO marks the memo of nonconcurrency as “Differences Resolved” and the TMT tasker or SSS is then routed to the next addressee shown on the form.

4.3.4. If it is necessary to significantly change the TMT or SSS (or any portion of its attachments), the AO will keep the original package for record and prepare the TMT tasker or SSS for re-coordination with rationale for why it is being re-coordinated and what changed in the background information section.

4.4. Bottom-Line Coordination. The AO will obtain bottom-line coordination with those who have a possible connection with the project, 3-Letter and below. AOs will perform this task as one of the first steps in the coordination process resolving differences before seeking top-line coordination. Coordination with organizations outside HQ ACC is frequently required. Expedite coordination by making simultaneous shotgun distribution to all coordinating offices.

4.5. Top-Line Coordination. Top-line coordination occurs after 3-Letter and external coordination. **Note:** AOs should not expect directors to approve or sign TMT taskers, SSSs, or other packages going for top-line if bottom-line coordination is incomplete.

4.6. Concurrent Top-line/Bottom-line Coordination. Concurrent coordination should be avoided, unless a package must be coordinated with little warning and requires both expert and leadership inputs, agreement, or signature.

4.7. Horizontal Coordination. Coordination often takes place from 2-letter to 2-letter within the staff, without the need to concern the Command Section offices. In most instances, where urgency, potential non-concurrence, or explicit directions are given otherwise, a 2/3/4-letter echelon may directly coordinate with its peer echelon in another directorate without needing to pass through higher levels of staff. This does not preclude a directorate, division, or branch from imposing restrictions on subordinate echelons as it sees fit.

5. ACC Templates for Personalized Letters, Official Memorandums, Stationery, Awards, Retirement Certificates, and Letters of Appreciation: All templates commonly used and the TMT Business Rules can be found in the **ACC Action Officer (AO) Handbook**, which is available at the following link: https://www.my.af.mil/gcss-af/USAF/site/ACC_AOG

6. Read-Aheads for Command .

6.1. Read-aheads are required for all formal meetings scheduled with the ACC/CC and ACC/CV in the local area (required for office calls on a case-by-case basis). ACC/CCE or ACC/CVE will assign OPR. The OPR is responsible for ensuring read-aheads are submitted and the Command Section has the necessary details of the event no later than 1600 two work days prior to the scheduled meeting.

6.1.1. The OPR's directorate executive officer will ensure that the read-ahead package includes the standard products (See ACC/CCX Business Rules for the template and example – <https://acc.eim.acc.af.mil/org/DS/cag/default.aspx>).

6.1.2. If the read-ahead is inappropriately tasked to the wrong directorate, that executive officer will address the concern with other execs and then to the tasking exec (CCE or CVE). That exec will review and correct, if needed.

6.1.3. Read-ahead packages need to be intelligible and self-explanatory. They should state a desired outcome of the meeting at the very beginning of the eSSS (decision, guidance, approval, etc).

6.1.4. If a decision requires ACC/CC or ACC/CV signature, please include a draft letter as Tab 1 of the read-ahead.

7. ACC Strategic Calendar and Key Personnel Availability.

7.1. ACC Strategic Calendar. The ACC Strategic Calendar is a management tool designed to help senior leaders see “the big picture” of activities affecting HQ ACC. It is intended to provide information and situational awareness to help de-conflict activities (i.e., Squadron Commanders' Course, ACC Commanders' Conference and CORONA). The ACC Strategic Calendar is managed by ACC/CCX and can be found at the following link: <https://acc.eim.acc.af.mil/org/DS/cag/default.aspx>.

7.2. HQ ACC Key Personnel Availability Tool. Commander and Directorate Secretaries are responsible for updating the Key Personnel Availability Tool with TDYs and leaves that affect their Commander or Director. The Key Personnel Availability Tool is located at the following link: <https://application.eim.acc.af.mil/apps/calendar/HQACC/default.aspx#>.

8. Guidelines for Paper Packages.

8.1. Sending Sensitive Information to the Command Section. Use folders with a Sensitive Information (or Privacy Act) cover sheet on the front cover. If the information is only releasable to the ACC/CC, ACC/CV, or ACC/DS, place contents in a sealed envelope clearly marked for “DS, CV or CC eyes only” (if applicable) on the front of the envelope. **Note:** Unclassified Controlled Nuclear Information (UCNI) will have a cover sheet on the package.

8.2. Sending Classified Information to the Command Section. Classified packages hand-carried to the Command Section must be processed through ACC/DSAA. Mark packages with appropriate classification and security markings. Attach classified cover sheets on the front of classified packages. If possible, avoid using a classified subject. This helps automate tracking the package.

8.3. Receiving Classified Information from the Command Section. Personnel authorized to pick up classified packages for their directorate or agency must be designated in writing by their director, deputy, or executive officer. The original appointment memorandum will be sent to DSAA. It will need to be changed as Directorate front office personnel change.

8.4. Procedures for Preparing Hardcopy Packages.

8.4.1. When TMT is not a viable option, AOs will use paper-based staffing (AF Form 1768, *Staff Summary Sheet* (SSS)), when a physical signature is required for a certificate, thank you letter, etc., or at the direction of the Director of Staff's office. An SSS will accompany all staff packages (hardcopy) going to the Command Section which require signature. SSSs need to be able to stand alone. The Command Section requires the SSS to describe the required action that is necessary.

8.4.2. Pen-and-ink changes are acceptable when a document is remaining within the headquarters (e.g., SSS) and is not targeted for signature from ACC/CC, ACC/CV, or ACC/DS.

8.4.3. If the package is going to the Command Section for signature or destined outside HQ ACC, it must be error-free with no pen-and-ink changes. Packages which meet these criteria include: awards, letters of retirement, congratulations, appreciation and memorandums.

8.4.4. Urgent packages must be flagged. The ACC/CC and ACC/CV require more than 1 day to coordinate and approve. The respective AO and Director should be ready to see the ACC/CC at any time once an urgent package is submitted.

8.4.5. Packages which do not comply with these criteria prescribed in this instruction will be returned to the directorate for correction.

8.5. Assembling Paper-based (hardcopy) Staff Package:

8.5.1. Action officers will consolidate the staff package and all documentation in a blue folder.

8.5.1.1. The SSS should be fixed to the outside pocket of the folder. AOs will attach any additional documentation (such as prior coordination, Command Section mark-ups, etc.) behind the SSS.

8.5.1.2. Attach the document that requires approval or signature inside the right pocket of the folder. **Note:** Do not staple or sign the proposed letter or message. To clarify where action is required, AOs may attach “sign here” labels on the signature page.

8.5.1.3. Background information such as a briefing, list of attendees (OWLS list) or Read-aheads should be presented as additional tabs. Use tab sheets and have the numbers ascend from the bottom up.

8.5.1.4. Ensure all folders going to the Command Section are in good condition. Do not send tattered or previously stapled folders to the Command Section. Note: If the package is classified, ensure the folder reflects the highest classification marking for the contents in the package. Ensure appropriate classification marking guidelines are followed.

8.6. The Staff Summary Sheet (SSS) (electronic or hardcopy)

8.6.1. AF Form 1768, *Staff Summary Sheet (SSS)*, accompanies written documents forwarded to the Command Section for action, approval, information, or signature. The SSS summarizes the issue and includes a recommendation or conclusion. SSSs are one page, stand-alone documents. The SSS is intended to briefly summarize staff work, to request action and to forward information. It should be able to stand alone with enough information for the reader to easily determine what action is required and why, without reference to the supporting tabs.

8.6.2. Coordinate with other applicable offices before forwarding to the Command Section. All coordination should be consolidated on the original SSS. Include any comments as tabs to the SSS.

8.6.3. If possible, keep subject titles short and avoid using classified subject titles.

8.6.4. If the staff package is substantively changed in the coordination process, resubmit for coordination prior to forwarding to the command section.

8.6.5. Coordination is commensurate with the signatory of the SSS. For example, a 3Letter (A3T) signs the SSS requesting coordination from another 3Letter, not a 2Letter (Director). A 2Letter or the deputy director (or designated representative) will sign all staff packages coming to the Command Section.

8.6.6. The SSS must concisely and accurately summarize the issue, provide analysis and make a recommendation. AOs must ensure the recommendation is one that requires an action, for example: “Recommend you coordinate without comment.”

8.6.7. AOs will format SSSs using the following headers:

8.6.7.1. PURPOSE.

8.6.7.2. BACKGROUND/DISCUSSION.

8.6.7.3. VIEWS OF OTHERS.

- 8.6.7.4. RECOMMENDATION. Note: Each SSS section must have text. “N/A” is not acceptable. It is acceptable to use “None” if there are no Views of Others under that heading. Note: The Recommendation section must match the action you wish the ACC/CC or ACC/CV to take. In other words, if your point paper requests the ACC/CC to approve a course of action in its Recommendation section, then the SSS Recommendation should have the same wording. Use common sense when wording this section. It is generally the most important line in the SSS, so be concise, but make it stand alone as much as possible.
- 8.6.8. For information only packages, use “Info,” for example: DS Coord, CV Coord, CC Info. AOs will still route these through the Command Section. If the end result is to obtain approval (Appr) or signature (Sign), then other Command Section recipients will be coordinating officials (Coord).
- 8.6.9. Include the AOs full name (as it appears on the Global Address List), the tasking number, and date in the appropriate blocks of the SSS. Ensure the correct suspense date is in the subject line.
- 8.6.10. Upon receipt of the final package from the Command Section, AOs will retain the official copy according to Records Management governing directives and will file the original SSS (after return from Command Section) with the record copy. Note: If a staff package is returned to the AO for corrections, the AO will also include the marked-up copy when resubmitting the package up the chain.
- 8.6.11. 2-Letters or their deputy will sign all SSSs going to the Command Section. In instances where the SSS must be signed by the 3 or 4Letter, then the AO must include their 2Letter in the top-line coordination to release the package to the Command Section.
- 8.6.12. If a SSS becomes defaced during the coordination process, the AO will redo it by typing the name, rank, and date of original coordination in the appropriate blocks and will keep the defaced SSS with the record copy. Note: For informational material that does not require Command Section decision or coordination, directors or equivalents may use an informal note or memo to convey the message.

9. Electronic Staffing (TMT).

9.1. Introduction. This process replaces the existing paper-based AF Form 1768, *Staff Summary Sheet* (SSS) (see Section 3.7. for exceptions). “HQ ACC TMT Business Rules” (located on the ACC AO Handbook) have the definitive standard business rules and procedures to facilitate electronic staffing processes for HQ ACC personnel to follow when using electronic staffing.

9.1.1. A physical signature can be requested through TMT, but it should be clearly stated in the recommendation line of the SSS. For example, “Print and sign document at Tab 1 and return to A1 for processing.”

9.2. Purpose. Electronic staffing maximizes the use of existing resources to streamline the HQ ACC staffing process. Electronic staffing (TMT) facilitates real-time access to information, gaining efficiencies for expedient information sharing. Ready access to information products directly impacts the Command’s ability to perform day-to-day operations for contingencies and wartime activities.

9.3. TMT for the Command Section. Refer to HQ ACC TMT Business Rules on the ACC AO Handbook for all current procedures detailing electronic filing and tasking. This specifies business rules for TMT, but all other business rules outlined in this instruction still apply.

9.3.1. As a general rule, all correspondence for ACC/CC or ACC/CV release/signature should be processed via TMT. Exceptions do apply on a case-by-case basis.

9.4. Electronic Packages.

9.4.1. Per Section 8.6.1., all packages will have an electronic Staff Summary Sheet (eSSS) (See Section 8.6. for specifics).

9.4.2. Tabs/Attachments. Those that require action from ACC/CC, ACC/CV or ACC/DS should be first (i.e., Tab 1). Those that do not require action should be directly supporting or required background information that will likely be required for action to be taken.

9.4.2.1. Email messages/memorandums that are drafted for ACC/CC, ACC/CV or ACC/DS release should have:

9.4.2.1.1. Appropriate format

9.4.2.1.2. Correct signature block

9.4.2.1.3. Task originator in the "To" line

9.4.2.1.4. ACC OPR (usually the directorate), ACC/DS, ACC/DSAA and ACC/CV organizational email in the "CC" line for messages from the ACC/CV and ACC OPR (usually the directorate), ACC/CV, ACC/DS, ACC/DSAA and ACC/CC organization email accounts in the "CC" line for messages from ACC/CC.

10. Items of Interest (IOI).

10.1. General Guidance. An IOI allows the AO at any level to communicate through their directorate directly with the command section. IOIs are sent through the directorate front office and are accomplished when:

10.1.1. ACC/CC, ACC/CV, or ACC/DS requests it.

10.1.2. There is a need to inform the command section of an important matter sooner than could be done through normal staffing procedures with a "for information only" eSSS.

10.1.3. There is a need to update an earlier IOI dealing with continuing issues.

10.2. Procedures.

10.2.1. The staff member who has primary responsibility for the item will write and sign the IOI.

10.2.2. Directorates will establish their own internal procedures for routing the IOI to the command section.

10.2.3. An example of an IOI format can be found in the AO Handbook.

10.2.4. Provide copies to any other directorates who would benefit from the information.

10.2.5. The directorate will send the IOI directly to the intended office organizational email box in the command section and will provide a copy to ACC/DS for an ACC/CV IOI, and to ACC/DS and ACC/CV for a ACC/CC IOI. Also, courtesy copy the “ACC/DSAA correspondence” organizational mailbox on any IOI sent to the command section. Of course, anytime a Director or Deputy wants to communicate directly with ACC/CC or ACC/CV, it is appropriate to use their personal account, and copy others as deemed appropriate.

10.2.6. An IOI that impacts the entire staff can be sent to “IOI Distro” (IOIDistro@langley.af.mil) organization box that can be found on the GAL.

10.3. Limitations.

10.3.1. Do not use IOIs to propose a solution or recommend an action. IOIs are for information only.

10.3.2. Limit IOIs to one page if possible.

10.3.3. Attachments are discouraged, with the exception of a tasker. Include the tasker as an attachment when the IOI is the product of a command section tasker. Note that the standard response for a command section tasker is in TMT, but an IOI might be requested on occasion. Include other attachments only when essential to explain the issue.

11. Preparing ACC/CC for Conferences, Office Calls, Legislative Engagements and Decision Briefs.

11.1. The Commander’s Action Group (CCX) establishes guidance for these events. CAG business rules are located on the CAG sharepoint site: <https://acc.eim.acc.af.mil/org/DS/cag/default.aspx>

11.2. One of the key duties of an AO is to offer their expertise in order to prepare ACC/CC for conferences, office calls, decision briefings and other engagements. The AO is required to summarize complex problems, offer solutions and identify ACC equities to facilitate ACC/CC decision making. Contact the ACC Commander’s Action Group (ACC/CCX), DSN 574-7077, with any questions on conference, office call and decision brief preparation.

11.3. The majority of ACC/CC’s meetings, conferences and decision briefings are intended to be decision oriented. “Info only” briefings should be avoided. Staff input is critical in developing briefings as well as advocating ACC and Combat Air Force (CAF) positions on other MAJCOM/HAF/Service briefings.

11.4. The staff is provided with read-aheads and asked to review for ACC equities prior to a conference. A tasker is sent to the appropriate OPR asking for a specific product (facel slide, Bullet Background Paper (BBP), or e-memo) to prepare ACC/CC.

11.5. BBPs provide a summary of a given topic. BBPs should include purpose, discussion, talking points, a conclusion and recommended courses of action if applicable. BBPs should be limited to no more than two pages (see ACC AO Handbook and AFH 33-137).

11.6. An “OWLS list” will be provided for all briefings conducted for ACC/CC or ACC/CV. The OWLS list consists of the attendees, final briefing, briefer/s, venue, and type of briefing

being conducted. Use the OWLS list site located at the following link:
<https://acc.eim.acc.af.mil/org/DS/cag/skull/OWL/default.aspx>

12. Skull sessions.

12.1. These are preparation sessions for ACC/CC. A skull session is held before conferences, key office calls and important site visits. ACC staff directors and subject matter experts are required to attend skull sessions. ACC/CCX and ACC/DS will manage attendance. Briefings are reviewed with the appropriate director walking COMACC through the slides, hitting the main points, contentious issues and recommendations. Additionally, a facer slide developed by the directorate is also reviewed. The one slide facer captures the briefing overview, critical issues/highly controversial decision points, and key talking points.

12.2. Briefing and Facer/Call Out templates can be found in the ACC Action Officer (AO) Handbook; available as a link under the Sites section on the HQ ACC - Air Combat Command SharePoint site: https://www.my.af.mil/gcss-af/USAF/site/ACC_AOG

12.3. AOs play a crucial role in preparing their staff Director and COMACC for skull sessions. AO's will ensure the information they provide is value added, timely, well organized, correct, clear, and concise. AO's are highly encouraged to attend skull sessions and offer their views as required.

13. Congressional (CODEL) or Staff Delegations (STAFDEL).

13.1. Guidance for Directorate level CODELs or STAFDELs are included in the ACC/CCX business rules located on the ACC/CCX sharepoint site: <https://acc.eim.acc.af.mil/org/DS/cag/default.aspx>. All dealings with Congress should be coordinated through the ACC/CCX as a minimum.

GILMARY M. HOSTAGE III, General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DoD 5200.1-R, *Information Security Program*, 14 Jan 97

Air Force Manual (AFMAN) 33-326, *Preparing Official Communications*, 25 Nov 11

Air Force Handbook (AFH) 33-337, *The Tongue and Quill*, 1 Aug 04

AFI 33-322, *Records Management Program*, 7 Oct 03

AFI 31-401, *Information Security Program Management*, 1 Nov 05

AFPD 90-1, *Policy Formation*, 6 Oct 10

AFMAN 33-119, *User Responsibilities and Guidance for Information Systems*, 1 Jun 12

AFMAN 33-363, *Management of Records*, 1 Mar 08

Adopted Forms

AF Form 847, *Recommendation for Changes of Publication*

AF Form 1768, *Staff Summary Sheet*

Abbreviations and Acronyms

ACC/CC—Commander, Air Combat Command

ACC/CV— ACC Vice Commander

ACC/DS— ACC Director of Staff

ACC /DSAA— Command Section Knowledge Operations Management Staff

AO— Action Officer

CCE—Executive Officer to ACC/CC

CVE— Executive Officer to ACC/CV

DS-2— Deputy Director of Staff

DSE— Executive Officer to ACC/DS

eSSS — Electronic Staff Summary Sheet

GAL— Global Address List

IOI—Item of Interest

OCR—Office of Collateral Responsibility

TMT—Task Management Tool

Terms

Action Officer (AO).—Individual responsible for preparing, assembling, coordinating, and monitoring assigned packages to ensure all actions are completed by the suspense date.

ACC Action Officer (AO) Handbook.—Contains all the HQ ACC document templates.

Bottom—Line Coordination. The process of coordinating with a Division/Wing (3Letter) or branch (4Letter) level office.

Command Section.—Comprises the Commander (CC), Vice Commander (CV), Director of Staff (DS), Commander's Action Group (CCX), and Command Chief (CCC).

Task Management Tool (TMT).—The primary tool for use to coordinate/staff electronic packages within ACC. TMTs include the same content as a paper SSS: Purpose, Background, Discussion, View of Others, and Recommendation.

Office of Coordinating Responsibility (OCR).—The office indirectly responsible for executing a task. The OCR is charged with providing the OPR with appropriate support to complete the task on time

Office of Primary Responsibility (OPR).—An office responsible for executing a task. The OPR's duties include acquiring appropriate coordination, ensuring the task is completed on time, making necessary arrangements, and submitting the appropriate documentation.

Staffing. Process for tasking, preparing, coordinating, staffing, storing, and retrieving HQ ACC correspondence for signature or information.

Staff Summary Sheet (SSS)—A SSS is one of the tools the staff uses to obtain guidance, a decision, approval, or signature from members of the Command Section. It also serves as a transmittal document the staff uses to obtain coordination or provide "Information."

Suspense Date.—Date a reply is due for a specified task.

Tasker.—An order or request to provide information, updates, briefings, policy proposals, coordination, or obtain approval. A tasker normally involves the preparation and submission of a package (either SSS or TMT), associated background information (such as a bullet background paper, briefing, memorandum, message, proposed policy, etc.).

Top—Line Coordination. The process of coordinating with a Directorate/NAF/Center office. Also referred to as 2-Letter coordination.